

THE TRANSFORMER



CONGRATULATIONS TO TRANSPORTATION'S NEWEST MASTER SERGEANTS

AFSC 2T0X1

AHLSTROM CHRISTINE
ARTHURS ADLAI H
BRADLEYWILSON TAWN
CARROLL VERONICA M
CROSBY BERNARD T
GILMAN STEVEN M
GREENE CHRIS L
HAIRSTON KEVIN D
HARDISON CONSTANCE
HARRIS ELMER JR
HAZELWONDER GARY G
HERNANDEZ STANLEY
JOHNSON JAMES C JR
LEWIS KAREN A
LEWIS MITCHELL L
LYONS RHONDA D
MATTHEWS TAWANDA J
MIMS RICHARD C
MOLINA MARTIN
MONTI MARK J
MORIN NANCY J
NUGENT ROHAN M
OGDEN NAOMI R
OLSON TAMARA R
PELZ LEONARD L
PERO REGINALD T
PETERSON ROY K
PUNLA DON
RICKERT ERIC R

RODRIGUEZ RAIMUNDO
SANDEFUR BRIAN G
SCOTT RODERICK K
SEXTON DANITA B
SHARON CHARLES L
SHOVER JULIET A
SINGH MARK D
TRUMBULL GARY E
VIGUE BETTY R
WARREN WILLIAM B
WILKINS JAMES C
WILSON TONY D

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ALDERMAN DAVID W
ALEXANDER HARRY W
APODACA LEROY P
BUTLER LANCE K
CONNELL DAVID J
CRAIG JEFFREY P
DAVIS LETHA F
DELGADO ALBERTO
DIEHM BRYAN K
FARIS DAVID B
GANAN LUIS J
HARPER KIM A
HARRIS RUTH C
HAYES ANTONIO B
HELMS THOMAS M

HUBBARD BRIAN P
HUGHES MONTY M
JAMIESON BOYETTE L
JONES RONALD M R
LEAVELL EARL W
LOWERY JOE W JR
LUCAS JAMES B
MARIANO ENRIQUE
MCGUIRE DANIEL P
MEYERS ANDREW P
MILLER JOHN T
MUNDIS ROBERT P
OGAS RANDY L
PANGANIBAN ROWEN S
ROBERTS STEVEN D
RUNYON RODNEY D
SALGADO ABEL
SAYES PATRICK N
SERONICK CHERYL E
SMALLEY DANNY L
SMITH MICHAEL E
SMITH TYRONE
SPEEDY RICKEY D
SPERING KENNETH J
STARKEY MICHAEL T
STEBBINS MICHAEL D
TIDWELL DAVID E II
VENHUIZEN WILLIAM
WICKHAM MATTHEW J

WOODS CHRISTOPHER
ZWEERES GERALD R

AFSC 2T2X1

ADKINS ROCKY W
ADVEY RONALD P
ARCHBOLD BRET E
ARCHIE HENRY III
BALOGH MATTHEW J
BARNETT ANNVETTA
BASACA DARWIN A F
BEGLIN JEFFREY A
BELLAMY TODD A
BORCHELT DANNY W
CARLSON KURT L JR
CARPENTER ALLEN J
CARTER CHRISTOPHER
CHASTAIN MATTHEW V
CHODABA MIROSLAW
CHRISTIAN BRETT
COOMBS PHYLLIS L
CORMIER ARTHUR J
COURTRIGHT ROBERT
COUTU PAUL H JR
CRABTREE JIMMY S
DELAROSA JESUS
DELMUNDO ISAURO B
DORSEY VICTOR L
DURAN ALBERT A
DYER JOHN R
FAMBRO DARRYL G
FRANKLIN DAVIS E
GEE ERIC J
GEGNER BRUCE A
GETTIS JAMES A
GILL BRIAN W
GILLIS GORDON W
GOFFINET DAVID J
GONZALES ERIC R
GREEN RAY A
GRIFFIN SEAN
GRIMES DAVID W
GROOMS EILEEN J
HAIRSTON EVANUEL
HAMILTON JOE A
HARRIS JOHN I
HART KEVIN A
HEGENAUER THOMAS M
HERRE KEVIN D
HUBBARD KENNETH E

HUNTER MICHAEL L
JACKSON WILLIAM H
JEFFERSON ROBERT A
JOHNSON JOHN C
JUAREZ ROLAND A
KEGLER SHARON L
KELLEY RICHARD L
KELPS MARK S
LAWTON RICHARD C
LEONARD LEE F
MALIK RAYMOND J
MATNEY MICHAEL D
MATTHEWS KEITH B
MAYS WALTER J JR
MCCLURE RICHARD E
MCLELAND DEREK E
MIKA JOSEPH III
MILES ROBERT K
MILLER MICHELLE A
MORGAN JOSEPH L
MURPHY REGINALD
NEWSOME RONALD B
OCAMPO MARCEL F
PADILLA MARIO A
PENDERGRAS DAMON R
PINNELL EDWARD A
POHLMAN BARRY F
POINTER BENNIE D
PROVINS DAVID K
RAMIREZ CARLOS H
RIOS MARTHA J
ROBERTSON TIMOTHY
ROSEBROUGH WARREN
ROSFJORD NATURA L
SANSOM MARK C
SANTANA EDWARD
SCOTT OBRA M
SHANER DAVID M
SHEA DAVID M
SHIVER ROBERT E
SINCLAIR DWAYNE W
SMITH LOUIS K
SMITH TERYL A
SWANN HOYT J
SWINSON EDWARD C
TEMPLETON STANLEY
THOMPSON MARK
TIMOTHY WRENICK A
TORRES JESUS ADRIA
TRINIDAD PATRICIA

TRISDALE KATHLEEN
VENDRELY LARRY S
WATKINS DOUGLAS J
WATSON RICKEY C
WELCH HARLAN R
WEST RICHARD A II
WILLIAMS KARNELL M
WOODY MARVIN D JR
WORKMAN MARK A

AFSC 2T3XO

ARZUAGAVELEZ LUCAS
BABB SHAD E
BATTON THOMAS L
BONOME ROBERT GEOR
BRUNSWICK JOHN R
CAMERON AUBREY
CRUNKLETON ANDREW
DANDREA ANTHONY C
DANIELS MARK S
DO PHUOC H
DUNCAN GEORGE J
DUSCHER DAVID L
FRONGILLO JR JOSEP
GERSTENKORN DENNIS
GLYNN MICHAEL D
GRIFFIN TONY
GROM ANDREAS J
HALL DON
HANEY JAMES R JR
HAWKS DENNIS L
HEALEY PATRICK S
HILL MICHAEL G
HOLLAND JAMES D
HOOVER MICHAEL R
HOWE JOHN D
JACKSON ANTONIO
JAMES SCOTT D
JOHNSON MARK A
KANNEGAARD MARK K
KING DAVID E
KLATTE CHARLES J J
KOONS TERRY L
LINDER RANDAL R
LUCAS RENE D
MARIUZZA CHARLES D
MCKINNEY THOMAS M
MILLER STEVEN P
MILLS ANTHONY E
MORRIS STEVEN D

MUDD LARRY F II
NAU GREGORY V
ODELL GREGORY F
POTTICHEN LEE S
ROBERTSON MARK T
ROBLES GABRIEL
ROY JAMES E
SANDS EUGENE T
SCHUMAN DAVID E
SILVIS RANDY L
SISNEROS RAMONA M
SLIFKO CHRISTOPHER
STANLEY JOHN H III

SWENSON BRIAN L
THOMPSON DAVID S
TORRES RAUL
VAILLANCOURT ERIC
VALENTI WILLIAM C
VANDENHEUVEL RENE
WEDLOW STEVEN
WITTMAN ROBERT J
ZIEMER BRIAN R
ARELLANO ERROL D
BLAHUT RICHARD J
DAVIS ROBERT E
DUNCAN STEPHEN E

FILOSI PHILIP M
FORD RICHARD C C
GRAFTON STEPHEN A
HAVRILKO VINCENT R
LAFLEUR BRIAN W
LEWIS MICHAEL E
MACIAS RAMON D
MOOTZ DAVID R
OSULLIVAN DERRICK
RAINS STEVEN L
ZUREK WALTER A



TRAFFIC MANAGEMENT**National Capitol Region (NCR) – Summer Shipping Season Advisory**

The issuance of this advisory is to alert all members incoming to the NCR area on issues that may complicate their plans. If personnel coming into the region do not have a direct delivery address and their shipment is placed in temporary storage, they should plan on delays of 3 to 4 weeks to get their shipments delivered out of storage. The following information is offered as advice to pass on to members coming to the NCR:

- Local agent's minimum time for inbound delivery from storage is two to three weeks, but some agents have reported unavailability for a full month.
- Advise member(s) to consider storage-in-transit (SIT) at origin on CONUS shipments, if they do not have a direct delivery address, and brief them on transit times.
- For members expecting a direct delivery, advise them to contact JPPSOWA as soon as possible to provide an in transit phone number or cell phone number. JPPSOWA has a pager program that allows members to sign for a pager so they can be reached immediately when their shipment arrives.
- Advise member(s) to keep their non-temporary storage (NTS) shipment in storage until they secure their quarters in the NCR. This way the shipment will be direct delivered upon arrival. This also saves the government the expense of higher cost SIT charges.
- Misconsigned shipments: The JPPSOWA Area of Responsibility (AOR) has a city named Langley, VA (Fairfax County). Many origin TMO/ITO(s) are selecting the city of Langley, VA in TOPS for members assigned to Langley AFB VA. Langley AFB is in Hampton, VA. Misdirected shipments into the NCR will definitely inconvenience members who are assigned to Langley AFB.
- Please ensure members are reminded not to ship all of their uniforms in their baggage shipments as the same type of delays are expected in being able to deliver baggage shipments from SIT.

This is an added comment to make personnel aware of our new interactive web site that will allow them to access their shipment information on-line. They will need to register on our web page, www.belvoir.army.mil/jppsowa. They will then be able to get up-to-date information from our shipment files. Transportation offices are also encouraged to get a login ID and password that will allow them to retrieve information on member's shipment records that they are working on. This is also a very useful tool for members who are outside of the CONUS who have property stored in our AOR. They can even request an NTS extension on-line. We're also working on getting documents imaged into our Web server for viewing and downloading. Please use this interactive on-line tool, and maybe you can eliminate some frustration by not having to wait for service in our telephone queue.

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AFI 24-201, Cargo Movement, Under Revision

AFMC LSO/LOTC, Cargo Management Branch, is currently rewriting AFI 24-201 that was last revised in January 1999. AFI 24-201 assigns responsibilities and provides guidance and procedures on the planning, documentation, funding, and other actions associated with the movement of Air Force cargo. A MAJCOM traffic management working group met at Wright-Patterson AFB OH the week of 2-6 April 01 to discuss and consider recommended changes from the initial draft forwarded for review in late January 01. A finalized draft of AFI 24-201 incorporating changes and updates was forwarded to the MAJCOMs for their coordination on 15 June 01. When all MAJCOMs have coordinated on the final draft, it will be forwarded to HQ USAF/ILTT for Air Staff coordination, certification, and publication.

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CUSTOMER SERVICE

People in the so-called service sector refer to their dealings with customers as providing them service, but just what is it that customer service entails and why?

Service sector activities manage the services they're responsible for according to the rules of engagement established by competent authority. In the Air Force, specifically in transportation's traffic management, but also in any government agency, the rules of engagement are generally established by the governing governmental agency involved, as well as applicable commercial tariffs, rules, or regulations. Those rules of engagement specify definitions of terms, they may further define what specific customer services are authorized or otherwise required, and may also spell out what services are specifically prohibited.

As a general rule, services not specifically authorized, but services nonetheless requested by the customer, that cost equal to or less than the services that are authorized--may be provided so long as they are legal and not specifically prohibited. That general rule opens up options, which strict adherence to the text of the government's rules of engagement would seem to preclude. That's where customer service really gets involved.

A government service provider needs to know more than just what the government agency's rules of engagement entitle their customer to receive, for frequently what the government stipulates the customer is entitled to does not satisfy some significant part of the customer's needs.

For instance, let's say that a traffic management office customer is authorized to have their personal property shipped from Travis AFB CA to Whiteman AFB MO, but for family member employment opportunities, they want their property shipped to an address in eastern Kansas City, Missouri instead. Since the distance and cost for shipping to that address would be less than shipping the property to Whiteman AFB, and it satisfies the customer's needs--we can both save the government a bit of money and satisfy the member's need to ship their property to Kansas City rather than Whiteman.

Another example is the customer who wants us to ship their property to multiple destinations when their entitlement is to ship one lot of personal property from Whiteman AFB to their next permanent duty station. Provided the cost to ship their property to several locations produces an overall cost equal to or less than shipping it in one lot to their next PCS station. The multiple shipments are authorized and no excess cost results to either the member/customer or the government.

Hence, as you can see, customer service includes more than knowing what customers are customarily entitled to. You need to know what the customer's needs are in order to attempt to deal with them. Accordingly, service sector providers need to be more than simply interpreters of rules of engagement, service providers, and/or controllers of the process. They need to be problem solvers.

In Traffic Management, we frequently encounter situations or problems that our customers might have resolved at some earlier point, but for reasons unknown, for reasons over which they may have had some, little, or no control--they don't now know how to deal with the situation. That's when the TMO needs to become creative, using their ingenuity, imagination, and professional expertise to solve their customer's moving problems as effectively and as timely as is legally possible, according to existing regulations and commercial tariffs. Accordingly, when our counseling schedule seems to be full, yet we have a customer who needs to be counseled right away for us to try to meet their travel or transportation needs, we need to make the special arrangements required. That may involve getting another qualified military or civilian counselor to handle the counseling. It may also involve arranging overtime compensation, if necessary, for one or another of our civilian personal property counselors. Whatever the best solution seems to be, we must counsel those needing our services on a timely basis.

TMO service providers exist only to provide the service authorized, entitled, and needed by their customers. Without customers in need of help and services, there would be no need for those TMO service providers.

So, although some situations or problems are more difficult to resolve than others, we need all of our customers and must treat each and every one of them as the valued entity they are. Without such people needing our services, without our solving their problems whatever they are, there would be no need for our employment.

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The “Mother of All Crates”



On 30 April 2001, a team of traffic management specialists, military and civilian, handled the biggest container that the Dover TMO has ever seen in 38 years of service. The container pictured above, contained a C-5 door moving to Warner Robins AFB depot. The crate was 48 feet long, 10 feet wide and 13 feet and 3 inches high, and weighed 10,000 pounds. A six-man team of forklift operators comprised of members from Truck Dock, Retrograde Cargo, and Intransit Personal Property, under the direction of Bernie Neri and John Salzano skillfully raised the crate, while a driver for Landstar Inway very carefully backed under the container. Forklift operators were SrA Matt Stearns, A1C Rendy Ricafrente, A1C Scott Harshmann, A1C Rob Ehler, Mr. Harold Baker, and Mr. Ray Campbell. Before loading, MSgt Tony Bedward and A1C Andre Senchykov put in several hours fixing the crate. Teamwork and cooperation displayed by all was outstanding. Preparation for loading and actual loading took the better part of the morning and by mid-afternoon the load was tarped and ready to roll.

Landstar Inway supported the movement with an AC2 48-foot removable stretch gooseneck trailer that was 102 inches wide with outriggers. Shipment costs were \$2,600 for linehaul, \$26.00 fuel surcharge, \$593.25 for over dimension charges, \$187.00 for state permits, and \$1,295.30 for two escort vehicles with drivers. Grand total was \$ 4,517.36.



VEHICLE MAINTENANCE

Executive Order 13149

Executive Order (EO) 13149 was signed into law on 21 April 2000, and directs Federal agencies to take a leadership role in the reduction of vehicular petroleum consumption. Specifically, we are required to develop and implement a strategy for reducing our entire vehicle fleet's annual petroleum consumption by at least 20 percent by the end of FY 2005; compared to FY 1999 petroleum consumption levels, through the use of alternative fuels and through increases in fleet efficiencies. ACC/LGTV will approach the fleet efficiency task by purchasing/leasing vehicles with smaller engine sizes, replacing light-duty trucks with sedans or minivans, and four-wheel drive vehicles with two-wheeled-drive vehicles. Obviously, these changes will be made only at locations where it is practical and will not impede the mission. Also, the new EO does not replace the Energy Policy Act of 1992 (EPA), therefore, the alternative fuel vehicle (AFV) acquisition requirements of 75 percent of new vehicle purchase/lease for metropolitan statistical area (MSA) locations with populations greater than 250K must continue to be met.

ACC's approach to help meet the mandates of the EPA and the EO is to continue to acquire compressed natural gas alternative fueled vehicles, for our five MSA locations (Barksdale, Davis Monthan, Langley, Nellis, and Offutt AFBs), and to lease and purchase available flex-fuel vehicles (FFVs) for all other ACC locations. Flexible fuel vehicles (engines that operate on a mixture of 85% ethanol and 15% gasoline or any combination ranging from 100% gasoline to 100% E85) are standard equipment on certain makes and models of automobiles and light duty trucks produced by the three Original Equipment Manufacturers. During the year 2000, these models include: Ford Taurus w/3.0L engines, Ford Ranger w/3.0L engines, Daimler Chrysler minivans w/3.3L engines, and GM light duty pickups w/2.2L engines. In these models, all vehicles are produced with an E85 flexible fuel engine and no gasoline-only engines are available. The ability of these vehicles to operate on both E85 and gasoline are provided by the automakers at no additional cost to the consumer. The important thing about FFVs is that it's transparent to the vehicle user and the EPA recognizes E85 (a blend of 85% ethanol and 15% unleaded gasoline) as an alternative fuel. You can run on a full tank of E85, a full tank of gasoline or anything in between, and the vehicle automatically makes the adjustment for you. Also, these vehicles carry the same warranties as those that can only operate on gasoline.

The challenging question for ACC is "How can we get E85 fuel to the locations where we have FFVs?" Discussions with General Services Administration (GSA) and Defense Engineering Supply Center on E85 infrastructure led to their recommendation to place all FFVs in one location, thereby increasing the FFV numbers to a point where infrastructure cost would be supportable. Although this procedure is acceptable for some agencies, ACC's vehicle buy process and mission does not allow us to utilize this method.

Recently, we had conversations with a local fuel retailer on the subject of offering E85 along with gasoline and diesel fuel to customers. In his response, he was adamant about the necessity for having enough vehicles to support the possibility of setting up infrastructure. Therefore, it is our opinion that in order to get a commitment from a supplier to deliver E85 and for fuel retailers to install a new pump or convert an existing pump over to E85, we have to acquire enough vehicles at that location to make E85 infrastructure economically supportable for the supplier/retailer. How do we do this? We need to continue to lease and buy FFVs for all ACC locations to the maximum extent possible. Initially, these FFVs will be used as gasoline only until we get E85 infused into the market, but if we don't get FFVs into our locations then we won't get E85 fuel. We have 49 FFVs programmed for ACC in the FY 02 vehicle buy. Also, we will continue to lease all FFVs made available from GSA, adding to the 56 we presently have in operation.

Continuing to procure FFVs is an optimistic, two-pronged strategy. First, it will continue to ensure ACC, and subsequently the Air Force as an agency, meets EPA requirements. Second, there is no additional lease/acquisition cost for FFVs. Therefore, we can efficiently increase our FFV numbers to a point where fuel suppliers/retailers will see a business-case need for E85 infrastructure development and start to mass produce ethanol, a domestic fuel that will help reduce our dependence on foreign oil.

To make progress on E85 infrastructure, Air Staff has recommended a meeting with Civil Engineer, Fuels, Transportation, and the Alternative Fueled Vehicle Program Office, located at WR-ALC, to develop a strategy to ensure we achieve the mandates of EO 13149.

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VEHICLE OPERATIONS

MB-4 Aircraft Tow Tractor U-Drive Fleet at Luke AFB

Supporting the world's largest fighter wing with over 200 F-16s, flying over 37,000 sorties per year, is no easy task and it becomes more challenging each year as the MB-4 fleet ages. However, the transportation warriors at Luke AFB turned a daily battle to keep the fighter squadron's MB-4 fleets above mission essential levels (MELs) into a win-win situation.

With the cooperation of the vehicle control officers (VCOs), we "pooled" the MB-4s that are above the fighter squadron MEL. If the fighter squadron has three MB-4s assigned, with a MEL of two, we leave two MB-4s with the fighter squadron and we "pooled" one MB-4. Dispatch operations now controls the "pooled" MB-4s from the fighter squadrons as part of the U-Drive fleet. When aircraft maintainers turn a MB-4 in for maintenance, they simply sign out a replacement MB-4 from the U-Drive fleet.

Successfully tested for 1 year, the new system is now the status quo with many success stories, including positive comments from the HQ AETC IG inspector during a recent ORI.

Among the success stories, it now requires only one person to turn-in a MB-4 for maintenance, knowing a replacement tow vehicle is at dispatch. VCOs never worry about going below their MEL for MB-4s. Vehicle maintainers work priority maintenance based on the overall wing MEL, instead of individual squadron MELs. Dispatch operations coordinates with maintenance control when in-commission rates are approaching the wing MEL instead of individual VCOs.

In addition to checking out MB-4s on a replacement basis, VCOs have the opportunity to use the MB-4s from the U-Drive fleet to meet mission surges or to support special projects. For instance, there are fighter squadrons deployed to Luke AFB on a regular basis to train on the Barry S. Goldwater Range.

For vehicle managers, the "pooled" MB-4 fleet gives a great visual indicator on the state of the sortie generating vehicle fleet. Monitoring the MB-4 fleet in the compound, beats the old system of waiting for VCOs to call for help, then having to try and locate one somewhere within the wing. More times than not, that process usually required some degree of crisis management. Probably not a new idea, but one that works for the transportation warriors within the world's largest fighter wing. Beware of the Thunderbolt.

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AERIAL PORT

NEW SPACE-A TRAVEL PROCEDURES

Trying to find out if you got space-available seats on military flights could become a bit less hectic at Air Force passenger terminals in 15 AF area of responsibility (AOR). That's because Travis AFB CA, McChord AFB WA, Detachment 1 Seattle-Tacoma Airport, and Yokota AB JA are currently using a new space-A processing procedure to track who is seeking space-available seating on all flights. Other passenger terminals will make the change later this year.

This new process does not change the space-A policy or limit the sign up process (fax, e-mail or in person), it changes the selection process by using the transportation computer system (GATES) to do the selection prioritizing instead of manually collecting and prioritizing of sign-up sheets. Under these new procedures, prospective travelers will commit to a specific destination when they arrive at the passenger terminal by informing the terminal passenger service agent. As prospective travelers declare their travel intent, the computer system builds a prioritized listing of those travelers actually in the terminal awaiting travel. This listing gives the passenger agents an idea of the demand for seats to a specific destination.

The prioritized list, which contains only the names of passengers competing for seats to a specific destination(s), will be posted an hour before the flight. A revised list will be printed a half hour later so travelers can see for themselves their chances of getting on a flight.

Travis AFB CA began using this procedure last year at its terminal and it has proven effective. The new procedure is beneficial to both passengers and passenger terminal personnel. It reduced the roll call process by 50% and speeds up the selection process for multiple flights to the same destination.

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Strategic Defense Management Initiative

In order to improve the efficiency of the military transportation pipeline that provides support to war fighters in the field, the DoD's supplier, the Defense Logistics Agency (DLA), and its transporter, USTRANSCOM, forged a partnership back in 1999. The idea was to improve supply chain management within DoD as many businesses have done, in order to lower inventories that were required to be kept on hand. Additionally, it was hoped that delivery time to the customers would be improved and therefore bring back some customers/cargo to USTRANSCOM that had been lost to commercial carriers.

Several tests were done in late 1999 to test the theories and refine the processes. They were known as Enhanced Military Air Lines of Communication (EMILALOC) tests. The results showed promise and cargo transport times improved. These tests evolved into the Strategic Defense Management Initiative (SDMI), an end-to-end initiative aimed at improving and synchronizing multiple processes (surface and air modes) involving the transportation pipeline.

What is SDMI?

SDMI is basically a partnering among all the players in the transportation pipeline. It begins with DLA's Defense Depot Susquehanna Pennsylvania (DDSP), continues with the 436th Aerial Port Squadron at Dover AFB, Delaware, continues to the aerial port at Ramstein AB, Germany, and ends with the cargo being trucked out of Ramstein. All of the transportation functions have been "synchronized" in order to avoid having the cargo sit in any one location for too long.

From the Dover Aerial Port perspective, it begins with DDSP that supplies us with the cargo. Before SDMI, DDSP would palletize cargo and send it down to us on trucks as they filled up. Today, for certain destinations, the cargo is sent to us in a synchronized fashion in order to be put on a mission going out the same night that it arrives at the port. We receive advanced shipping data on it which allows us to "virtually" loadplan it before it arrives. It is put on an express truck here to Dover with a guaranteed arrival time. Once it gets here, it is entered into the GATES system, loaded on MHE, and taken out to the aircraft to depart that night. Once it departs Dover, Ramstein is able to get advanced data that it is inbound to their station and arrangements are made for onward surface transportation at that time.

The process in Europe is known as SDMI-E (EUCOM), but there is a similar process ongoing for cargo bound to certain Southwest Asia locations called SDMI-C (CENTCOM). SDMI-C involves synchronized delivery and partnering between DDSP, aerial ports at Dover and Ramstein, and surface transportation entities and will reduce transportation times and ultimately customer wait times for Priority 1 cargo destined for Southwest Asia. The ultimate goal is to get the cargo from DDSP to destination within 96 hours.

Progress

Feedback so far has indicated that the process is improving transportation pipeline times. For SDMI-E, customers are stating that they have been receiving pallets one day faster than they did when commercial carriers were doing the job. Also, for the month of April 2001, SDMI-E pallets had an average port hold time at Dover of 20.1 hours below the 24-hour standard we are striving to meet.

The Future

Out of SDMI, it is hoped that a better supply chain distribution system will be developed and that a lot of today's stovepipe procedures will be eliminated. The process changes will focus on time-definite delivery for the customers and velocity. It concerns getting the cargo to the right place, at the right time, the first time, but it will only happen if a cohesive, integrated partnership is continually developed.

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COMBAT READINESS

Integration of the Air National Guard into the Air Expeditionary Force

Now that the Air Expeditionary Force (AEF) structure has proven to be a success, many commanders are identifying the reasons for it. One reason is the integration of the Air National Guard (ANG) into the 363rd Expeditionary Transportation Squadron in Southwest Asia where the 363rd Air Expeditionary Wing's motto is "One Team ...One Fight."

The transportation squadron is an integral part of the wing's mission to conduct combat operations as directed by the National Command Authority in support of Operation SOUTHERN WATCH and ensure compliance with United Nations' security resolutions and the "NO-Fly/NO-Drive" zone over Iraq. Employing 12 U.S. aircraft types and operating from bases in three countries, they conduct and provide support for joint/combined aerospace operations with the Army, Navy, Marine Corps, and Coalition Forces.

The 363rd ETS supports the transition of more than 3,500 U.S. military members every 90 days in addition to British and French members of the Coalition Forces. The squadron is comprised of permanent party members assigned for one year, AEF members assigned for 90 days, and Air National Guard and reserve members assigned for duty ranging from 14 to 90 days.

During an AEF cycle, the 363rd ETS Vehicle Operations Flight logs more than 153,000 miles moving over 95,000 passengers, supports the movement of 3.7 million pounds (1,850 tons) of cargo and serves over 160 distinguished visitors. The squadron's Traffic Management Office Flight operates within strict time constraints to accomplish the delivery of 1,500 Mission Capable (MICAP), 3,000 inbound and outbound commercial express shipments. The flight also identifies and certifies 1,200 hazardous materials ensuring zero mission-related mishaps. Passenger movement secures reservations for all personnel on rotation as well as an average of 36 emergency leaves per AEF. The Vehicle Maintenance Flight maintains a diverse fleet consisting of 1,031 vehicle and equipment assets with an average vehicle in-commission rate of 92.8 percent, exceeding ACC's goal by 2.8 percent. The flight averages a 74 percent 24-hour turnaround rate, exceeding ACC's goal by 14 percent. All flights are still improving.

Lt Col Earl Walker, 363rd ETS Commander, credits successful use of the ANG to many factors. He states, "The experience level they bring to PSAB is phenomenal. They literally get off the plane and jump into the toolboxes, preparing cargo for shipment and training to become part of our massive base shuttle bus operation. The positive attitudes and the years of experience that the full time technicians bring to the table goes a long way in making the seamless transition to active duty status." Lt Col Walker cited results of an exit pole showing that 85 percent of ANG members would prefer a minimum stay of 30 days. Many actually return for 30 to 90 day tours.

Diversity is another advantage ANG members bring to the job. Past members have included a ski lift operator, railroad engineer, and a National Football League graphic artist. In addition, Lt Col Walker believes active duty members working side-by-side with ANG personnel increases retention and helps to dispel some of the myths about the civilian sector. The direct exposure also encourages active duty members to join the ANG or reserves after completing their service commitment. Thereby, retaining their knowledge and experience for our national defense. In many cases, ANG members return to active duty.

"ANG members come here willing to work where needed," said CMSgt Donnie Harris, 363rd ETS chief enlisted manager. "I look for the ANG every two weeks and place a number of them in critical positions immediately. We treat the ANG members with the same respect and professionalism as their active duty counterparts and we expect the same in return."

SMSgt Romel Smith, 363rd ETS vehicle operations supervisor, attributes the success to the ANG selecting good individuals that are well trained and adequately equipped. "Elements at PSAB are harsh, but the ANG members have shown a positive attitude which is a must in order to stay focused on the mission. It is also important to assign a task that the member has time to complete during their time of deployment."

The successful integration of ANG members at the 363rd ETS is due in large part to the leadership of active duty members. However, it is also important to remember that the ANG is a voluntary force whose members must request time off from their civilian employers, the place where the true financial support for their families comes from. They ask for this time off because their country has asked for their participation. ANG members take great pride in serving their country as they have done repeatedly

throughout history since the Revolutionary War. The AEF structure is proven on a day-to-day basis, in a real-world mission, where the dedicated men and woman of the 363rd ETS believes, "One Team...One Fight."

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Deployment

When you receive a tasking does your wing or squadron automatically assume that you are deploying by AFJMAN 24-204, Chapter 3 requirements? Did you know Chapter 3 is "an authorization, *not* a right?" There are only really 3 things it does for you:

1. Increase fuel levels deploying vehicles (1.8)
2. Hand-carry basic issue combat load for personnel (3.4)
3. Compatibility waivers for airlift (2.3)

All of the above is based on mission need *not* convenience. The deployment may fall under Chapter 3 but, do you really need $\frac{3}{4}$ fuel level for a vehicle or $\frac{1}{2}$ for wheeled support equipment for all deployments (such as a sustainment mission to a fixed location)? If not, it is the responsibility of shipper to have only the minimum amount of fuel. See AFJMAN 24-204, paragraph 1.8. This is the reason the POP plastic jerrican was developed (so spare fuel could be carried without being in the fuel tank). On validated Chapter 3 redeployments, unless there is an *operational* need (most times there is not) the fuel levels should be no more than what is allowed for a channel mission. For redeployment with basic issue and incompatible items, it is not as clear because they will not lay on more airlift to bring a unit home, then when it deployed. But it still must be a Chapter 3 validated mission and included in mission frag/MOD. JCS & JA/JATT missions meet the Chapter 3 definition by their very nature. So, the next time you are moving by military airlift, ask the question....

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Superintendent, Air Trans Inspections
HQ AMC/IGIOZ
DSN 779-0455
COM 618 229-0455

AIR FORCE SCHOOL HOUSE

What happened to the study guides?

When personnel come TDY to the schoolhouse to attend certain courses, the first thing they will notice is that they are no longer provided their own study guide to write or highlight in. One is issued to the student for their use during the course. However, it must be turned in when the course is completed.

How long has this been going on? We implemented this policy over a year ago. However, we understand there may be some communication disconnects, and students are not being briefed on this or additional school requirements before arriving here. This is a refresher article.

Can I get my own copy of the study guide? Of course! We encourage students to bring their own copy with them. The key is for students to download the study guide just before they attend the course and then checks with the instructor to ensure they have the correct material. Some students have brought the wrong material for the course they attended. Periodically, changes will be made to course material. Therefore, it's in the student's best interest that they print the course material just before attending the course.

How do I get this material? The following is a list of course numbers, names, the schoolhouse URL to that course, and directions. Individuals are encouraged to browse through our website to obtain additional information about us, course requirements, and how to obtain training:

The beginning URL is <http://www.lackland.af.mil/345trans/courses.html>. From there click on 'Traffic Management' for these courses:

L3ABR2T031-002, Traffic Management Apprentice Course (3-level)
(study guide is unavailable).

L3ACR2T071-003, Traffic Management Craftsman Course (7-level),
click on the study guide or the class schedule.

L3AZR2T000-000, CMOS System Administrators Course, click on the
study guide.

L3AZR2T051-006, Combat Readiness and Resources Courses, click on
the study guide.

For Transportation Officer courses, click on ‘Transportation Officer’ for:

L3OBR21T1-000, Basic Transportation Officers Course, click on the
study guide

L3OLR21T1-000, Transportation Officer’s Bridge Course, click on the
study guide.

For Air Transportation courses, scroll down the page:

L3ABR2T231-003, Air Transportation Apprentice Course (3-level)
(study guide is not available)

L3ACR2T271-005, Air Transportation Craftsman Course (7-level),
click on the study guide.

For hazardous material training—the schoolhouse manages six different HAZMAT courses. Of those, only two have study guides that are available. Students enrolled in these courses receive the study guides from their unit training managers.

L3AZR2T000-005, Hazardous Materials Preparer Course (Resident).

Used for initial preparer certification; primarily for 2T0s only.

Training is done at the schoolhouse and study guide/workbooks are provided to the student.

L4AZR2T000-005, Hazardous Materials Preparer Course (Mobile).

Used for initial preparer certification; primarily for 2T0s only.

Study guide/workbooks are provided to the student. Training is
done at worldwide locations.

L3AZR2T000-008, Hazardous Materials Inspector Course (Resident).

Used for initial inspector training; primarily for 2T2s only. Study
guide/workbooks are provided to the student. Training is done at
the schoolhouse. Course does not authorize the individual to certify
HAZMAT.

L4AZT2T000-011, Hazardous Materials Inspector Course (Mobile).

Used for initial inspector training; primarily for 2T2s only. Study
guide/workbooks are provided to the student. Training is done at
worldwide locations. Course does not authorize the individual to certify
HAZMAT.

L6AZS2T000-001, Hazardous Materials Preparer Refresher Course

(Exportable). Used for refresher preparer certification close to
your 2-year expiration date. Course is primarily for 2T0s only. Study
guide/workbooks are provided to the student by your unit training
monitor. Training is done at your base.

L6AZS2T000-000, Hazardous Material Inspector Refresher Course

(Exportable). Used for refresher inspector training close to your
2-year expiration date. Course is for 2T2s only. Study guide/workbooks

are provided to the student. Training is done at your base.

Questions may be directed to Capt James or MSgt Stillwell at DSN 473-8300.

POC: MSgt Alana R. Stillwell
Trans Tng Flight Superintendent
345TRS/TTT
Lackland AFB TX
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Alana.Stillwell@lackland.af.mil

OTHER ITEMS OF INTEREST

45th Transportation Squadron Inactivates

The end of June 2001, marked the inactivation of Patrick Air Force Base's transportation squadron. Over 40 military and civilian personnel find themselves in new locations and jobs as Cube Corporation of Sterling, Virginia, takes over activities after being awarded a five-year contract. Additionally, in the spirit of the Chief of Staff Logistics Review (CLR) agenda, Cube will also take on the supply operations at Patrick AFB, FL, and Cape Canaveral AFS as well as civil engineering material control functions. A moderate level of streamlining in the surface freight and supply warehousing functions adds to the efficiencies gained in this outsourcing initiative. A seamless transition is planned in order to cause no disruption to Eastern Range space launch support or quality of life for approximately 25,000 customers including active duty, reservists, DoD civilians, and military retirees. Significant tenant units supported include the Air Force Technical Applications Center, a Department of State Air Wing, and an Air Force Reserve rescue wing.

The 45th Transportation Squadron's unique responsibilities enhance its historical significance and elevate the challenges Cube Corporation will face. Weekly channel airlift sustainment flights to the remote islands of Antigua and Ascension ensure satellite tracking, "space junk" tracking, communications, and other national security missions are fully functional. Supplementing the airlift is monthly sealift to Antigua and bi-monthly sealift to Ascension. Other key elements are the traffic management and combat readiness roles including household goods management, commercial airline ticketing, and mobility/contingency operations. Functional management of the previously contracted vehicle operations and maintenance branches will continue as a part of the overall eleven-person government overhead created to provide quality assurance to all aspects of transportation, supply, and civil engineering material control. This overhead, consisting of 10 incumbent DoD civilians and one field grade logistics officer with a strong supply background, will be leading the way for "Transportation and Supply Transformation."

Adding to the challenges of this A-76 action will be the relocation of nearly all the personnel and equipment to new facilities. Projected MILCON completion of an air freight and passenger terminal, base operations complex, administrative building, and supply warehouse is Spring 2002. Well-orchestrated acquisition planning accounted for this major milestone via the Statement of Work and Critical Contract Deliverable listing.

Overseeing contracts for transportation functions will be Mr. William Wentling (Transportation Functional Director), Mr. Albert Fabrizio and Mr. Jules Moquin (Transportation QAE/QAS). Mr. Robert Kunding will remain as the Vehicle QAE/QAS and Mrs. Dolores Scheffel will be the REMS monitor. Email contact is firstname.lastname@patrick.af.mil.

POC: Maj Dave Monismith
45 TRANS/CC
Patrick AFB FL
DSN: 854-4433

USAF AIR TRANSPORTATION REENGINEERING

Why is the Air Force looking at reengineering the Air Transportation (2T2XX) career field? There are two significant reasons:

1. The old manpower standard is not accurate and the manpower required to do the job cannot be validated
2. If the career field does not reengineer, we'll lose manpower authorizations.

The reengineering process is divided into five different phases over an 11-month time period. The phases are as follows:

1. Target Assessment (Nov 00 – Feb 01)
2. Envision Future State (1 – 16 Mar 01)
3. Opportunity Research (17 Mar – 29 Apr 01)
4. Define Future State/Baseline (30 Apr – 30 Jun 01)
5. Test, Evaluate, Implement, Measure (1 Jul – 30 Sep 01)

Before describing the different phases, the reengineering team must first be identified. The team is comprised of transportation experts from the field with a varied rank structure from many commands.

The following are the Air Transportation Reengineering Team members:

Col Wanda Bisbal, HQ AMC/DOZ, Champion
Col Fayne McDowell, AFRC/DON, Co-Champion
Lt Col Charles A. Weiss, 37/LGT (AETC), Lackland AFB, TX - Team Chief
Maj David Taylor, HQ AMC/DOZR, Scott AFB, IL
Capt Travis Condon, 436 APS, Dover AFB, DE
1Lt Patrick Holland, 341 LGTR, Malmstrom AFB, MT
CMSgt Thomas F. Chalk, 62 APS/ATM, McChord AFB, WA
SMSgt Maria Vinup, OL SEA-TAC IAP, 62 APS, McChord AFB, WA
MSgt Michael Hale, SSG, Maxwell-Gunter Annex, AL
MSgt Brian Fields, ANG/DOOM, Arlington, VA
SSgt Daniel Zambrana, 89 APS, Andrews AFB, MD
SSgt Daniel F. Shipley, 630 AMSS/TRK, Yokota AB, Japan
SSgt Shannon C. Koenigstein, 97 TRANS, Altus AFB, OK
SSgt Brandon G. Mudrey, 60 APS, Travis AFB, CA
Mr. Charles Allen, 89 APS/TRO, Andrews AFB, MD
Mr. Dale Cozart, 437 APS, Charleston AFB, SC
AF Traffic Management Reengineering Team Liaison:
CMSgt Herb Schlecht, Dover AFB, DE

It should be noted that there was a concerted effort to get a good mix of various commands on this team, as it is a reengineering effort for Air Force Air Transportation. The Air Force Manpower and Innovation Agency (AFMIA) is spearheading the efforts to guide the team through the reengineering process. At the end of Phase 5, AFMIA will be able to produce a new manpower standard for Air Force Air Transportation.

Phase 1 identified and stated the current processes. Team members divided into sub-teams for this effort and concentrated on identifying the tasks that are performed to accomplish the mission--e.g., cargo processing, ramp services, special handling, etc. With the processes identified, AFMIA loaded a database to help track and eventually quantify processes/tasks.

Phase 2 was envisioning the future state. This team has already been recognized for thinking outside the box, forgetting any barriers, and envisioning the best way to do business. During this phase a tremendous amount of brainstorming happened with over 125 areas identified for process improvement. Of the 125, the entire team then voted which of these 125 should be researched further—the result was 68 different areas that would be researched for further identification/clarification for the team. Just one of the many examples is examining the possibility of merging/dividing the 2T2 and 2T0 career fields. One would handle cargo (air and surface) and the other would take care of any type of passenger movement. The end result is still to be determined and the resulting responsibilities of the two AFSCs have not yet been identified. This was just one of the 68 different areas that team members needed to research and bring back their findings to the team.

Phase 3 is the time for opportunity research. This is the time afforded for team members to go out and research the initiatives. Individuals/teams are conducting research for best practices/benchmarking with potential sources being within the Air Force, other services, other government agencies, and the private sector. The end product will be a detailed report to the team.

Phase 4 will involve defining the future state and base-lining the current state. During the workshop from 30 Apr – 11 May 01, team members will brief the team on their findings. The team will then decide on any process changes. After this workshop,

AFMIA will measure the current state and measure the notional future state (envisioned Air Force Air Transportation). Based on the measurements, AFMIA will draft a new Air Force manpower standard.

Phase 5 involves the testing, evaluating, implementation and measurement of the new Air Transportation structure. AFMIA and AF/ILT will present findings to the Air Force Corporate Structure around 1 Oct 01. Implementation and measurement of the approved structure will happen from FY 02-04. During this time, AFMIA will re-measure to validate and then publish the final Air Force manpower standard.

The team is very focused on doing what is right for the Air Transportation community. The entire team understands that this is probably the only time in our careers that we will have the opportunity to influence the Air Transportation community at this magnitude. Even with a very tight time-schedule, each team member is putting forth 100% plus effort to ensure this is the best that it can be. If you want more information on this subject, you may visit the following websites: <https://amc.scott.af.mil/do/index.html> (under DOZR directorate) or <http://www.il.hq.af.mil/ilt/>

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Affiliation Courseware Released

The Air Mobility Warfare Center, Air Transportation Division is proud to announce the worldwide release of its new AMWC Affiliation Program courseware. Designated as AMC Affiliation Workbook 36-101, this courseware will replace AMC Pamphlet 36-1, Affiliation Program Airlift Planners Course, last updated in March 1995. Using sound Instructional System Design techniques, this courseware will standardize lesson plans and slide presentations for 150 Affiliation instructors and student handbooks for approximately 16,000 Affiliation students, worldwide. The courseware was released 15 June 2001 at AMC's 2001 Mobile Command and Control (C2) conference, which most Affiliation managers attended.

Earlier this year, AMWC launched the first-ever AMWC Affiliation Instructor Qualification (AIQ) course. A course built from scratch, designed to teach Affiliation instructors proper teaching methods with an Affiliation flavor (train-the-trainer). AIQ is worth four credit hours through the Community College of the Air Force.

On June 15, 2001 a 1996 Senior Officer Steering Group's vision came one step closer to reality. It brought Affiliation training to AMWC and recommended the creation of AIQ and the standardization of Affiliation program courseware.

These two monumental accomplishments are a direct reflection on the entire Air Transportation Division. It was truly the leadership (past and present) and teamwork within the division that has been the key to successfully and simultaneously developing both areas of this vital DoD treasure fondly known as Affiliation. Despite affiliation manning recruitment issues and under manning within the division, loadmasters, boom operators and aerial porters worked side-by-side to show the world, that AMWC is a world-class organization by producing the best possible AIQ course and Affiliation program ever.

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Superintendent, Air Trans Division
Air Mobility Warfare Center
Fort Dix NJ
DSN: 650-7496

PACAF Command Standard Lesson Plans

When you were in up-grade training did you ever wonder why no two trainers covered the training material the same way? I know I did. I'd either get a trainer that was very thorough, and asked lots of questions before signing me off, or I'd get one that just signed me off without asking much of anything. We all know no two people are the same, hence training procedures vary due to different styles. But, don't you think it would be easier on everyone if there was a set "training plan" that allows the same information to be covered during training? This would help eliminate the guessing game and help ensure the trainee got what they needed – TRAINING! At a minimum we should all be covering the same material when it comes to "Core/Wartime Tasks" – training identified by the AFCFM as "minimum qualification requirements within an AFSC, regardless of duty position."

Visit our site on the World Wide Web: <http://jppso-sat.randolph.af.mil/>

Well, in PACAF we've taken steps to compensate for this lack of continuity in training. In our quest to improve the training process and help both the trainee and the trainer we, the folks throughout PACAF, have developed and implemented the PACAF Command Standard Lesson Plans. The objective of our lesson plans is to establish a level of standardization throughout the command during upgrade training of our 5-level technicians. These lesson plans should help ensure all our trainees achieve the same level of proficiency and receive the same instruction during training, regardless of the trainer. We understand there are times when training can't be accomplished, i.e., a specific vehicle or piece of equipment is not assigned or available for training. In this case, we've directed our supervisors to make an entry on the 623a with comments stating why training cannot be covered.

Each section, paragraph number, and title, of our lesson plans refer directly to the CFETP, dated 1 February 2000, paragraph number and title. Within the CFETP, most tasks that we are certifying technicians on are intended to be trained at the (b) and (B) proficiency levels. Meaning, that the trainee should be able to determine step-by-step procedures for doing a task (b), or they should be able to identify relationships of basic facts and state general principles about a subject (B). Ultimately, using these standard lesson plans as a guide when we are ready to certify a technician in a certain area, at a minimum, they should be able to perform the skills listed under the particular line item in this lesson plan (see below for a short example of our lesson plans).

AF OCCUPATIONAL SAFETY AND HEALTH (AFOSH) PROGRAM

Prior to certifying a technician in this area, the following skills should be achieved:

- ☐ Understands the hazards associated with vehicle maintenance (housekeeping, tripping and slipping, fire, poor ventilation, open pits, overhead hoists, etc.).
- ☐ Complies with AFOSH and OSHA standards.
- ☐ Knows how, when, and where to use personal protective equipment.
- ☐ Knows the purpose and importance of AF Form 55, Employee Safety and Health record.
- ☐ Understands and can accomplish lock-out and tag-out procedures.

For a complete look at our lesson plans just visit our HQ PACAF/LGTV web site at <https://www.hqpacaf.af.mil/lg/lgt/lgtv/lgtv.htm> then click on "New VM Standard Lesson Plans" and you're in.

POC: SMSgt Christopher B. Ferris
PACAF/LGTV
Hickam AFB HI

PROFESSIONAL DEVELOPMENT INSTITUTE

This year's 2001 Professional Development Institute (PDI) continued a long tradition of superb professional training opportunities for over 3,300 members of the DoD's American Society of Military Comptrollers (ASMC). Interestingly, membership in the ASMC is open to all disciplines in the DoD, and hence is clearly not confined exclusively to the Financial Management (FM) community. For example, the ASMC counts among its ranks military and DoD civilian personnel assigned to supply, transportation, and contracting entities of all the various military services, and other elements of the greater Logistics community of those services. The Whiteman AFB MO chapter of ASMC includes financial management, supply, and transportation personnel assigned to both the 509th Bomb Wing and 442nd Fighter Wing--and not just resource advisors of those activities.

Workshop and mini-course training offerings this year included 124 sessions, including such subjects as information management, current financial issues, comptroller matters, professional growth, and human resources. Sessions were typically an hour and 15 minutes long, although several mini-courses were presented over a period of two hours and 45 minutes. Significantly, the training sessions and mini-courses were presented by professional/commercial civilian consultants or DoD (military and civilian) personnel. Many of the presenters had Master's and/or Doctoral degrees.

I attended a variety of sessions, including one that dealt with the effects of rightsizing/downsizing on functions and personnel. Another class session I attended dealt with how people can deal more effectively with stress in the work place, and yet another explored the matter of self-empowerment. Of relevance to all active duty personnel was a session I attended called, "Smart Cards--Your Passport to the e-World." That's the new card that will eventually replace your Identification Card, containing the usual data, your picture, PKI card for encrypting your e-mail, and other information with magnetic strip and a sophisticated computer chip.

Since I work in a relatively high-pressure customer service area, attempting to represent both the government and our DoD traffic management customers in connection with the commercial transportation industry--I found several other courses of real value also. One was entitled, "Dealing with Upset and Difficult People." Traveling and having your personal property moved to some new/different location can be unbelievably stressful, and people under stress cannot help but share their stress with those responsible for arranging or handling those matters. Hence, attending this particular class, which provided fresh insight and perspective into how to handle such situations is helpful indeed.

Another session I attended was called "Communication & Productivity Skills." It was presented by Mr. Charles Garrett, who laid out a series of things a supervisor can do to avoid work-place distractions, and also provided a matrix which you can use to prioritize your workload. The matrix was based on determining what is urgent and important on the job, and Mr. Garrett used it to illustrate the importance of eliminating most, if not everything that is not important--whether it falls into the category of urgent or not.

Probably the best of the sessions was a two and a half hour mini-course entitled, "Problem Solving for Managers." Major Curtis Tenney, HQ PACAF/FM, whose credentials include a Bachelor's degree in Electrical Engineering, a Master's Degree in Business Administration, and a Doctoral in Economics, among other achievements and degrees, presented it. He has studied this subject for some time, has written on it, and he also instructed a full course on it at the U.S. Air Force Academy. In addition to identifying problem solving characteristics and defining what is involved in problem solving, Major Tenney addressed what problem solvers don't do or shouldn't do. He also explained what people can/should do to improve their problem solving abilities. In this connection, he discussed the value of questions a problem solver should ask, including the nature, definition, and importance of such questions in critical thinking, and what purpose they serve in problem solving scenarios. Finally, he engaged the class in problem solving exercises, beginning with relatively simple matters and progressing to the more complex--enabling attendees to develop a bit of confidence with the problem-solving process.

All in all, the ASMC PDI offers a wide variety of superior training opportunities that are appropriate to people from diverse disciplines and AFSCs here at Whiteman. Further, the training is taught/presented by highly qualified professionals, who possess the rare gift of being able to communicate effectively, even dynamically with most all of the members of their audience. I consider myself most fortunate to have been able to attend this year's PDI, and I highly recommend that all squadrons assigned to the 509th Bomb Wing and 442d Fighter Wing encourage their personnel to join the local chapter of the American Society of Military Comptrollers.

Note: Many of the PDI courses carry Continuing Professional Education (CPE) credits for accounting or management certification.

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DSN: 975 4128
Ralph.wareham@whiteman.af.mil

MEEP CORNER

1. Equipment Evaluated: MicroVAT tester (Model EECS304A) with optional accessories. Manufactured by Snap-On Tool Corporation, 2801 80th Street, Kenosha, Wisconsin 53141-1410. Website <http://www.snapon.com>. Complete System Test: The MicroVAT can perform a complete system test including battery, alternator, and starter-in less than one minute. Individual test takes just a few seconds, with step-by-step LCD prompts, and one-hand, one-button thumbwheel operation. MicroVAT delivers detailed test data you can view on MicroVAT's LCD, save in memory for later review, or print to the wireless printer.

Test Site: Whiteman AFB, MO. MEEP Project NO. T01-06.

2. Equipment Evaluated: Handheld Magnetic Metal Wand. The MagWandTM manufactured by New Pig Corporation. The MagWandTM may be seen at the manufacturers web site www.newpig.com. Open up the site and click on CATALOG than new product, scroll down to bottom of page and click on [TLS328](#) – MagWand.

Test Site: Whiteman AFB, MO. MEEP Project NO. T01-05.

3. Equipment Evaluated: Automatic Transmission Analyzer TransX2000. The TransX 2000 is the transmission industry's state of the art tester. Designed to isolate problems and help the technician determine whether a specific malfunction is internal or external.

A complete description of this product can be viewed at http://www.zoom-tech.com/prod_info/tranx/test.htm. This equipment is manufactured by ZOOM Technology Inc., 1003 Industrial Drive, West Berlin, NJ 08091.

Test Site: **Dover AFB. MEEP Project NO. T01-09.**

4. Equipment Evaluated: Brake Fluid Condition Tester (Stripdip). Manufactured by Phoenix Systems, LLC, 3555 E. 42nd Stravenue Tucson Arizona 85713. Website <http://phxsys.com/stripdip.html>.

Test Site: Langley AFB, VA. MEEP Project NO. T01-10.

The projects introduced in the last issue of the Transformer are in the final phase of close out. Their result and findings will be listed in the next issue of the Transformer.

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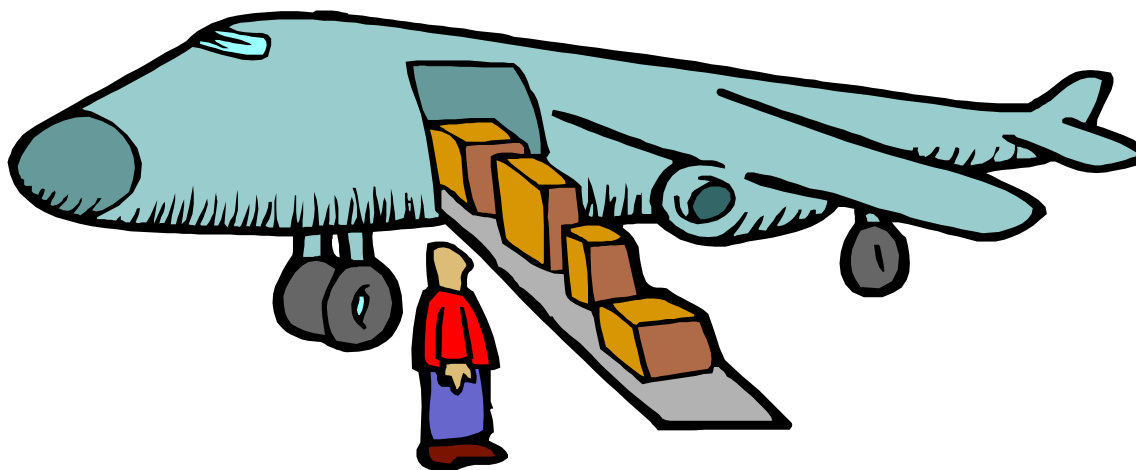
Effective 30 June 2001 (27 June 2001 for duty purposes), the current Management and Equipment Evaluation Program Management Office (MEEP MO) closed at Eglin AFB, FL. Also on that date, the ACC MEEP Activity located at Langley AFB VA and the AETC MEEP Activity now at Randolph AFB, San Antonio TX, were deactivated. Then on 1 July 2001 (27 June 2001 for duty purposes), all three of these functions were activated into a new, consolidated office on Langley AFB VA. The new office contains all MEEP activities to include management, project managers, and project monitors. All MEEP business will be conducted from that location.

An official title for the reorganized MEEP has not yet been chosen, but it will be a unit directly under control of AF/ILTV. Initially, the new address will be:

Air Force MEEP Management Office
52 Willow Street, Ste. 236
Langley AFB VA 23665-2081
Phone: (757) 764-4408, DSN: 574-4408
FAX: (757) 764-4415

Note: None of the persons who made up the previous MEEP staff will be moving. They have opted to retire.

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PUBLISHER

The office responsible for management of The Transformer is HQ USAF/ILT with delegation to the Joint Personal Property Shipping Office-San Antonio, Texas (JPPSO-SAT). We encourage your participation and ask that you make copies of the "The Transformer" and distribute them throughout your unit.

THE TRANSFORMER

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HOW TO SUBMIT ARTICLES

Articles can be about quality initiatives, lessons learned, PAT results, etc. The crosstell you originate should be an action that has had some results, positive or negative.

Articles may be submitted by...

(1) Email. (2) Fax. (3) Mail disk with article in plain text or Word. (4) Mail hard copy of article.

All articles must be submitted through your MAJCOM POC, listed on this page.

HOW CAN I GET THE TRANSFORMER?

Visit our Internet Home Page: <http://jppsosat.randolph.af.mil>, contact the program manager alfred.august@jppsosat.randolph.af.mil, or one of the MAJCOM POCs listed on this page.

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